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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

NIC #04460-86  
24 September 1986

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence

FROM: Brig Gen Frank B. Horton III, USAF  
Chairman

SUBJECT: DCI Response to SSCI Study

Attached is Graham Fuller's rework of the proposed response to the SSCI study on the estimative process. It incorporates Bob Gates' input, and then adjusts to reflect the rewrite of the study received after Bob made his comments. The study rewrite not only threw out the case studies, as Bob knew it would, but also came around further in reflecting our accomplishments than I believe Bob or we had anticipated. The most significant change from Bob's approach is the dropping of the heavy documentary backup that he had thought we should include with the Annex.

Dick Kerr agrees with these modifications, but further suggests that we might now wish to simply respond with a more generic, shorter letter with no attachments. Dave Gries concurs. That has merit, given the tone and content of the latest draft, and the fact that in any event the Committee is about to go out of business as currently structured. If you should prefer the latter approach, a draft of the abbreviated response is also attached.

Graham and I would propose the longer version, however. On balance, we believe that we have something to gain, i.e., a stronger response to a still flawed albeit improved study and a chance to leave on record with the Committee a statement of our own accomplishments in this area over the past few years. This in turn could lead to a better understanding of members and staffers who will remain. At the same time, we judge that we have little to lose by this approach, now that we have removed the extensive documentation that might simply have served to generate more questions. If you should desire to delay until Bob's return to discuss, we understand that the study is on hold, at least for now, until our comments are received.

V/R



Frank B. Horton III

Attachments:  
As stated  
All portions Secret

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